

Set	Items	Description
S1	0	TCO AND (APPRAISAL (N) METRICS) AND (INDIRECT (N) COSTS) A-
		ND (DIRECT (N) COSTS)
S2	(2)	TCO AND METRICS AND (INDIRECT (N) COSTS) AND (DIRECT (N) C-
		OSTS)
?		

8/19/05  
reviewed  
KWC

2/3,K/1 (Item 1 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

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02788174. 689158701

**TCO Should Include Value as Well as Cost**

Lawton, Stephen

Computer Technology Review v24n7 PP: 19-20 Jul 2004

ISSN: 0278-9647 JRNL CODE: CTN

WORD COUNT: 1720

**TCO Should Include Value as Well as Cost.**

ABSTRACT: Reducing the TCO of your storage investment will show real and immediate results on the bottom line. A...

TEXT: The conventional wisdom analyzes total cost of ownership as determining the direct and indirect costs of purchasing a specific IT component. Direct costs include hardware and software acquisition, power consumption, maintenance and floor space. Indirect costs comprise such expenses as staffing, training, and a variety of items that often might not be immediately associated with the IT product being priced.

According to Forrester Research, indirect costs could amount to seven times more than the direct costs themselves. Being able to determine both is what separates value from technology and a wise investment from a crapshoot.

TCO of an individual component or component family, such as storage, has to be viewed in...

...and networks today are one of the most significant expenses in an enterprise. Reducing the TCO of your storage investment will show real and immediate results on the bottom line.

A...

...from a disaster. These are all capital expenses that can be cost-justified using traditional TCO and return on investment (ROI) metrics. But what about the non-capital, indirect expenses-what can you do to reduce those...

...disk management are disaster recovery, data backup and disk organization..

One way to significantly reduce TCO of your storage investment is to optimize your applications so that one action can accomplish...

...test their ability to perform "normal" transactions.

Testing a disaster recovery plan plays directly into TCO. Should a plan fail because equipment was not tested properly, people didn't know what...

2/3,K/2 (Item 1 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB

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0017134266

SUPPLIER NUMBER: 118234559

(USE FORMAT 7 OR 9 FOR FULL

TEXT)

**How much does technology really cost? Calculating the total cost of owning technology helps remove guesswork from school district budgeting and management.**

Fickes, Michael

School Planning and Management, 43, 5, 16(6)

May, 2004

ISSN: 1086-4628

LANGUAGE: English

RECORD TYPE: Fulltext

WORD COUNT: 2125

LINE COUNT: 00204

TEXT:

...software and labor dedicated to managing technical systems. But, a host of harder to calculate indirect costs raised the total cost to own technology for the 166,000-student district to approximately...

Similarly, a suburban Texas district with 35,000 students paid about \$11 million in direct costs for technology and associated labor last year. But, \$23 million in indirect costs drove total spending up to \$34 million. An urban Wisconsin district with 21,500 students...

...small, from suburban to urban to rural--each found that the total cost of ownership ( TCO ) for technology was two-and-one-half to three times the direct cost of hardware, software and dedicated labor.

In other words, for every dollar spent on direct costs , another dollar or two was spent indirectly.

Each district used the same Web-based tool...

...the year, these schools may establish a hard and fast rule of thumb for calculating TCO . More important, perhaps, these district analyses will enable administrators to begin budgeting and managing technology...

...how much they are actually spending.

"Schools have been slow to adopt the concept of TCO ," says Keith Krueger, CEO of CoSN. "The concept has been used by the private sector since the late 1980s."

CoSN hopes its vendor-neutral TCO calculator will bring school districts up to par on technology cost analysis. Information about the tool and TCO case histories can be found at the CoSN Website, <www.cosn.org>. The site also...

...available free to U.S. school districts.

Rich Kaestner, now an independent consultant, coordinated the TCO project at Gartner and worked with the four school districts to develop the case histories. "The idea was to take Gartner's TCO model for business and adapt it to K-12," he says. "We needed to put in K-12 terms and add calculations that related to teachers and students."

What Is TCO ?

While a TCO calculation for a school district differs from that made for a business, the same basic definition holds, says Kaestner. TCO adds up all the costs related to technology through its useful life. These costs include...

...labor--the wages, salaries and benefits of those assigned to manage technology networks.

More important, TCO also includes indirect labor costs. "These are productivity hits to users," Kaestner says. "How much...

...stop working and help with a problem? All of these indirect labor costs add to TCO ."

Calculating a Baseline TCO

TCO is not a single number that indicates wise or unwise spending practices. A high TCO for one district might actually be low for another

district. In addition, within any single...

...down through time, as organizational priorities change and as technology advances.

A baseline or first TCO calculation becomes a reference point for costs incurred in succeeding years. As the TCO database grows to include five and 10 years worth of numbers, school districts will be...

...to make increasingly sophisticated decisions about technology spending.

But it all begins with a baseline TCO analysis. According to Kaestner, it takes about a month to prepare a baseline analysis for...

...access costs. Don't forget to add costs for printers and other peripheral equipment.

#### Advanced TCO Analysis

After collecting the baseline costs and plugging them into the TCO calculator, the tool will produce a series of numbers administrators can use to make informed...

...per desktop computer--\$177. The Wisconsin district, by comparison, pays about \$432 per year in direct costs for desktop computers. The difference arises in the computer acquisition and replacement policies of each...

...when the donated computers begin to wear out.

The Virginia district also found that its direct costs for computers

were relatively low. There, the TCO tool calculated a direct annual cost of \$188 per year for each desktop computer. At...

...to do this in a single school, and then compare that school to the district."

TCO analysis also makes it possible to evaluate the relative costs of new programs. Suppose a...

...the tool. It enables you to play what-if games to help make decisions."

Finally, TCO numbers can help in establishing numbers for bond issues. "When I prepare a bond issue...

...support personnel to take care of it." Equally important, after acquiring funds from bond issues, TCO numbers can help to insure that districts manage the money effectively.

RELATED ARTICLE: Virginia School...

...more than 64,000 desktop computers, which include client computers with Microsoft.

#### Cost of Ownership Metrics

##### Overall Cost

Unit	Total Cost	Direct Cost	Indirect Labor Cost
Overall District Cost	\$233,059...		

...capacity, high-speed, redundant fiber WAN carrying voice, video and data traffic.

#### Cost of Ownership Metrics

##### Overall Cost

Unit	Total Cost	Direct Cost	Indirect Labor Cost
------	------------	-------------	---------------------

Overall District Cost \$34,320...

...speed T1 communications lines. These lines are subsidized by E-rate discounts.

Cost of Ownership Metrics

Overall Cost

Unit	Total Cost	Direct Cost	Indirect Labor Cost
Overall District Cost	\$21,266...		

...district reflects approximately half of U.S. public school districts in size.

Cost of Ownership Metrics

Overall Cost

Unit	Total Cost	Direct Cost	Indirect Labor Cost
Overall District Cost	\$218,592...		

Set	Items	Description
S1	53104	GARTNER (N) GROUP
S2	734	S1 AND TCO
S3	35	S2 AND METRICS
S4	21	RD S3 (unique items)
?		

JS  
8-19-05  
renewed  
Kwlc

T S5/3,K/ALL

5/3,K/1 (Item 1 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
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01835833 04-86824

TCO tall tales

Weinberg, Neal

Network World v16n23 PP: 1, 59+ Jun 7, 1999

ISSN: 0887-7661 JRNL CODE: NWW

WORD COUNT: 2062

TCO tall tales

ABSTRACT: In the absence of any accepted industry standard for measuring total cost of ownership ( TCO ), vendor TCO stories seem to be based more on buzzwords than benchmarks, more on fiction than fact...

...if you use its Accelar 8000 switches throughout your enterprise networks, you will lower your TCO because the product is less expensive and offers the best resiliency, the highest reliability and...

...claim. Although you may not be able to select one vendor over another based on TCO , doing some sort of TCO analysis is vital whenever your are looking at a major upgrade or at outsourcing. If...

...the bigger picture and leaving yourself open for some nasty budget overruns down the road. Gartner Group has expanded its analysis to include LAN and WAN costs. According to Gartner, 26% of...

...TEXT: likely to hear is that they alone can offer the best total cost of ownership ( TCO ).

Looking to sort out the real deal, Network World asked the vendors to back up their TCO claims with cold, hard facts and figures. 3Com and Cisco produced reports which, not surprisingly...

...stories appear to be based more on buzzwords than benchmarks, more on market-- speak than metrics , more on fiction than fact.

While each vendor claims that TCO is a key differentiator, they all recite the same chapter and verse to prove their...

...the lowest.

(Photograph Omitted)

Captioned as: Jim Barry of Insurance Holdings of America looked at TCO , but, ended up selecting a vendor based on other criteria.

For example, Nortel says if you use its Accelar 8000 switches throughout your enterprise network, you will lower your TCO because the product is less expensive and offers the best resiliency, the highest reliability and ...

...for integrating management of its LAN products, Passport switches and Meridian PBXs dramatically reduces the TCO . A company spokesman says there was documentation to back up those claims, but that the...

...3 switched networks. The report surveyed users and concluded that 3Com shops have the best TCO story based on a higher ratio of support people

per desktop and a lower salary...

...going with a strategic vendor -- Cisco - for end-to-end network needs can dramatically reduce **TCO** .

Not surprisingly, Cabletron sees things a bit differently. Although the firm declined to provide any documentation to support its claims, Cabletron's position is that it offers the best **TCO** because it can tie together best-of-breed point products with its Spectrum management suite. Cabletron has a white paper on its Web site that describes its **TCO** advantage, including a detailed case study. Of course, the end user in the case study

...For example, Greg Catalano, senior staff consultant at Boise Cascade in Boise, Idaho, looked at **TCO** when the paper manufacturer decided to upgrade its networks a couple years ago. Rather than...

...Cabletron and Nortel and was simply unable to differentiate between them when it came to **TCO** . Catalano says he selected Cabletron because at the time it had the best technology for...

...Holdings of America, a 2-year-old insurance company headquartered in Beverly, Mass., looked at **TCO** when he was determining the best way to build a network that includes more than...

...had made the architectural decision, the choice of vendors came down to factors other than **TCO** . He says 3Com won because it differentiated itself based first on price and second on...

...Nortel.

Although you may not be able to select one vendor over another based on **TCO** , there is widespread agreement that doing some form of **TCO** analysis is vital whenever you're looking at a major upgrade or at outsourcing. The...

...the bigger picture and leaving yourself open for some nasty budget overruns down the road.

**Gartner Group** , which pioneered the concept of desktop **TCO** , has ...to service providers, while 44 cents is spent on administration, support and equipment, according to **Gartner Group** analyst Ken McGee.

"Network budgets and projections made for this fiscal year in many enterprises...

...mark," McGee says. "All too often, IT management has neglected to factor in the true **TCO** , forgetting the expense and impact on the bottom line of network backup, non-networking staff...

...and other support costs."

Experts agree that many net administrators don't see the bigger **TCO** picture.

"Most customers do not fully understand and appreciate all the finer aspects of **TCO** . They see the hard dollar costs and often not the complete costs," adds Anil Kumar...

...for example.

Unity Health, a St. Louis-based group of hospitals, didn't bother with **TCO** when it spent about \$12 million to merge the network infrastructures at six hospitals. Unity...

...the clock to become Year 2000-compliant.

Looking back, network services manager Scott Richert says: " **TCO** analysis of the network infrastructure investment in Cisco switches, routers and ATM gear was probably...

...its less-- critical LAN switches.

On the other hand, Boise Cascade's Catalano says his **TCO** analysis was very helpful in identifying areas where he could save money. For example, by...

...branch offices.

(Graph Omitted)

Captioned as: Labor costs hog a big piece of the LAN **TCO** pie

WAN **TCO** analysis shows that big bucks go to the service providers

(Photograph Omitted)

Captioned as: Scott...

...Global, based in Billerica, Mass., as a consultant to help him perform an extensive network **TCO** analysis of capital costs vs. operating expenses. He had to determine how many wireless transmitter...

...has three major hubs that handle incoming voice calls.

In an effort to further reduce **TCO** , Fadul currently is moving about half of his frame relay traffic to Sprint, which offers...

...architecture.

If the type of analysis Fadul undertook sounds complicated, it is. A full-blown **TCO** analysis by Deloitte Consulting or Wang Global would include determining the costs for training, integration...

...negotiations and change management.

On top of that, many analysts now argue that calculating your **TCO** is only the first step. Mary Hartman, an analyst at International Data Corp. in Framingham, Mass., says **TCO** has limited value. "By its very nature, **TCO** concentrates on costs alone and does not consider potential benefits beyond cost savings," she says.

Hartman says focusing solely on **TCO** effectively portrays IT as a cost center instead of a revenue generator. She adds: "If...back to business applications," Pedersen says. And the first step is getting a handle on **TCO** .

More Online

HMC International's **TCO** Wizard.

Cisco's enterprise **TCO** calculator.

JDA Professional Services' **TCO** calculator. General Accident Insurance Co.'s white paper detailing the firm's own **TCO** .

(Table Omitted)

Captioned as: Network **TCO** in a nutshell

5/3,K/2 (Item 2 from file: 15)  
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01697866 03-48856

**NT takes on client-side TCO**  
Michel, Roberto  
Manufacturing Systems v16n6 PP: S4A-S8A Jun 1998  
ISSN: 0748-948X JRNL CODE: MFS  
WORD COUNT: 2030

**NT takes on client-side TCO**

ABSTRACT: While Microsoft has launched several initiatives aimed at lowering **TCO** (total cost of ownership) in manufacturing, its NT operating system is hailed as a low...

...TEXT: technology of the moment, making networked PCs-estimated at an annual total cost of ownership ( **TCO** ) of \$10,000 each seem like an expensive proposition.

Today, however, predictions of the PC's imminent demise seem greatly exaggerated. Although IT research firm **Gartner Group** (Stamford, Conn.) still pegs **TCO** for networked PCs at \$10,000 per node (see Table 1), it believes businesses can reduce **TCO** by 26 percent, or \$2600 per PC, by following "best practices" such as centralized administration...

...by using best practices such as tools that automate client-layer administration, you can reduce **TCO** sharply without even getting into network computers," says David J. Cappuccio, a **Gartner Group** analyst specializing in **TCO** .

Redmond, Wash.-based Microsoft Corp. and its Windows operating systems are central to the **TCO** debate. While Microsoft has launched several initiatives aimed at lowering **TCO** , in manufacturing its NT operating system is hailed as a low-cost, reliable platform by...

...cost of enterprise computing for manufacturers in many ways (see "Back-End Integration Equals Low **TCO** " on page 18a to see how Microsoft's integration technologies cut cost). But three reasons...software is relatively lower than that of other platforms, so acquisition costs are lower."

Another **TCO** factor is preconfigured server hardware for NT-based ERP systems. Numerous ERP vendors have teamed...

...both say that the demand for NT-based systems now outstrips that for NetWare. However, **Gartner Group** 's Cappuccio says that in the company's **TCO** studies comparing NetWare to NT, NetWare delivers a lower **TCO** , "although we expect that to flip-flop when NT 5.0's Active Directory is available."

Cappuccio notes that operating systems in and of themselves do little to

lower **TCO** . "It's the tools for administration and directory services on top of the operating system...

...MK certainly has helped our on-time delivery, although we haven't generated specific ROI **metrics** ."

At Puma, Baan software has reduced the company's shipping cycle to 48 hours and...

...for order fulfillment and finance. Ultimately, it is the combination of application ROI and platform **TCO** that brings value to manufacturers.

Author Affiliation:

#### ABOUT THE AUTHOR

Roberto Michel is an associate...

**5/3,K/3 (Item 3 from file: 15)**

DIALOG(R)File 15:ABI/Inform(R)

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01674868 03-25858

**Executive of the Year: Charles in charge**

Porter, Patrick

Software Magazine v18n8 PP: 98-101 Jun 1998

ISSN: 0897-8085 JRNL CODE: SMG

WORD COUNT: 2057

...TEXT: in information technology. It should come as no surprise that CIOs have begun to adopt **metrics** like "total cost of ownership" and "return on investment" to justify their IT purchases.

While concepts like **TCO** and ROI may be new to many IT shops, they have been central to CA...

...end result: Distributed computing costs ran amok, a fact chronicled in the now famous 1996 **Gartner Group** study that showed the **TCO** per desktop in the average corporation had soared to \$14,000 per year.

About the time the Gartner **TCO** study appeared, Oracle CEO Larry Ellison launched the network computer revolution. The rationale for NCs...

...range of vendors, including CA.

While Oracle, Sun Microsystems, and many others were grabbing the **TCO** limelight with the promise of NCs, Computer Associates was bringing to market its new suite...

**5/3,K/4 (Item 4 from file: 15)**

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01655497 03-06487

**The message about TCO**

Hudgins-Bonafield, Christy

Informationweek n686 PP: 50-70 Jun 15, 1998

ISSN: 8750-6874 JRNL CODE: IWK

WORD COUNT: 3705

**The message about TCO**

...ABSTRACT: analysis of the system's cost and value. Many companies shun total cost of ownership ( TCO ) analysis because it is easier to sell a project to the executive committee based on purchase price, rather than on the much larger numbers entailed in TCO . . . Messaging TCO is particularly difficult to calculate because of its many buried costs. Bandwidth is a critical issue for users willing to give messaging TCO a try. Downtime is another key metric in TCO analysis. Downtime and productivity metrics must be assessed against the user load borne by individual mail servers. The pace of migration influences messaging TCO . The most frequently underestimated transition expenses are hidden in staffing issues both at the time...

...choice of architecture and hardware can dramatically influence staffing costs. Product revisions can also influence TCO . Another factor in messaging TCO is training. ...

...TEXT: lifeblood of many a companybut too often, these systems are purchased with little regard for TCO

Imagine a 3,000-employee company about to make a three-year, \$30 million investment...

...But if the purchase happens to be an electronic messaging system, odds are high that TCO will take a backseat to factors such as product stereotypes and bandwagon purchasing patterns (see...

...justifying the software-acquisition expense--a figure that's only about 5% of overall messaging TCO . An Information Week Research survey of 200 IT managers found that only 25% of respondents consolidating on a messaging system even consider TCO (see chart, p. 66). Making matters worse, ongoing cost analysis has become almost a non...

...return-on-investment analyses (see chart, p. 66).

The problem with this offhand approach to TCO is that messaging is no longer a low-level productivity tool-it's the lifeblood of many businesses. One respected analysis puts total TCO for the life of a messaging system at as much as \$10 million annually for...

...bandwidth, as well as staffing realignments and application development.

For those businesses that take messaging TCO to the mat-or at least the nearest swivel chairthere are decided advantages. Exxon Corp...

...that could justify its higher cost, and relied on Netscape-with a nearfire-sale annualized TCO of \$92 per client-for the remainder of the organization. Digital Equipment says it cut...

...to Exchange (see story, p. 70).

So why aren't more IT managers examining messaging TCO ? "It's not always easy, and there's a lot of product bigotry involved," says...

...decision, rather than on a well-researched business case.

**Easy Way Out**

Many companies shun TCO analysis because it's easier to sell a project to the executive committee based on purchase price, rather than on the much larger numbers entailed in TCO . Calvin Sihilling, VP of IS at food distributor Alex Lee Inc., says his company didn't pursue a TCO analysis

simply because "Netscape was cheaper than Notes or Exchange for simple mail processes." Alex...

...Standards also played a role, since Alex Lee needs to communicate with retail grocers.

Messaging **TCO** also is particularly difficult to calculate because of its many buried costs, such as those associated with network downtime, staffing, and travel and shipping fees. The lack of uniform **metrics**, meanwhile, can make **TCO** analyses seem arbitrary (see story, p. 64). And many businesses put a higher premium on...

...applications that are integrated with their existing desktop applications and network operating systems than on **TCO** factors. In fact, 56% of Information Week Research survey respondents said the most important reason...

...applications as a top priority, and just 8% said their first priority was to cut **TCO** (see chart, right).

#### Bandwidth Drivers

Bandwidth is a critical issue for users willing to give messaging **TCO** a shot. A new E-mail system-without workflow or other applications will typically generate about....

...need to keep costs and bandwidth under tighter control drove the company to examine messaging **TCO**. Exxon originally evaluated Lotus Notes and Microsoft Exchange before deciding on Exchange for its 65...Notes for business units that can justify its costs.

Downtime is another key metric in **TCO** analysis. Among those responding to the Information Week Research survey, median downtime for a typical...

...hour and changing all four tires at the same time," Panella says. Dell studied messaging **TCO** midway through its migration.

An infrequently assessed metric is the actual cost of downtime according...

...is primarily because business-critical applications run on Notes.

#### Eye On ServerLoads

Downtime and productivity **metrics** must also be assessed against the user load borne by individual mail servers. Most businesses...

...recoup its investment in less than a year.

The pace of migration also influences messaging **TCO**. A slow migration brings its own set of cost implications. I/G OpenWare's Ioele...if everything is perfect, which isn't likely. Ioele recommends a 20% margin for error. **Gartner Group** Inc., meanwhile, estimates just 20 to 30 minutes per desktop upgrade, assuming all platform software...

...administration.

Unfortunately, there's more talk about server consolidation than action, says Tom Austin, a **Gartner Group** VP, largely because business units want to keep control of their servers. Even at headquarters...

...it easier to integrate Notes with other applications.

Not Again...

Product revisions can also influence **TCO** , especially since a system might be revised a couple of times during a 15-month...

...remote users costs more because there are more points of failure in the communications link. **Gartner Group** recommends that if half of the 1,000 users on a modern client-server mail...

...1.5 support people are typically recommended for every 3,000 to 5,000 users.

**Gartner Group** analyst Joyce Graff says ...simply need a browser interface.

#### Don't Forget Training

Yet another accordion factor in messaging **TCO** is training. Costs range from those associated with posting a simple FAQ file on the...

...Netscape's, is intuitive, she says, training isn't needed. And that helps save on **TCO** . "Every time you touch a desktop, or train someone, or that person doesn't use...

...including computers and setup, costs about \$125,000. Training administrators and rollout staff also affect **TCO** . For Windows-certified administrators, Fletcher suggests an eight-day class for Exchange; for Notes systems administrators...

...with the migration.

#### Application Development's Role

Yet another factor stretching the arithmetic bounds of **TCO** is the role of a messaging system as a platform for application development. The application...

...immediate, "Lotus makes it easier to build collaborative applications and improve communication and workflow," says **Gartner Group** 's Austin. "It's much easier to use Lotus to deploy applications that bring value to the enterprise."

As messaging continues its evolution, the overall **TCO** differentiators between Exchange and Notes will eventually disappear, leaving the most dramatic difference to be...

5/3,K/5 (Item 5 from file: 15)

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01625440 02-76429

**Gartner TCO Manager puts research in a box**

Gallagher, Sean

Informationweek n679 PP: 109-110 Apr 27, 1998

ISSN: 8750-6874 JRNL CODE: IWK

WORD COUNT: 611

**Gartner TCO Manager puts research in a box.**

COMPANY NAMES:

**Gartner Group Inc...**

**ABSTRACT:** **Gartner Group Inc.** has introduced **TCO Manager**, a tool designed to help IT managers conduct total cost of ownership ( **TCO** ) analysis. The software's license includes access for the individual license-holder to Gartner analysts for a year, a database of the **TCO** analysis for 250 companies, quarterly updates, and 2 days' worth of training on how to use the tool. Once data is captured, **TCO Manager** can generate detailed graphical reports.

**...TEXT:** in the use of pain-relief medication by IT managers assigned to pin down the **TCO** for their organizations' systems.

**Gartner Group Inc.**, which hosts a collection of conferences and seminars on the subject and provides research and analysis of how companies are handling it, has delivered **TCO Manager**, a tool designed to help those IT managers reduce the painful side effects of **TCO** analysis. But this tool is more than a shrink-wrapped software product-it's a way for **Gartner Group** to deliver pre-paid research and consulting services in a box.

**TCO Manager** is priced at \$19,000 for a single license. That license includes access for the individual license-holder to Gartner analysts for a year, a database of the **TCO** analysis of 250 companies, quarterly updates, and two days' worth of training on how to...

**...analyst is on duty.**

Of course, there's one key thing to remember when using **TCO Manager**: How much faith you put into the results provided by **TCO Manager** depends on how much faith you put into the Gartner research they're based...

**...levels**" of the systems required by a company's particular line of business, Gartner's **metrics** may be focused on companies that are too "typical" to measure against for some managers...

**...company profiles are fairly broad.**

**Where The Costs Are**

Gartner research and analyst support aside, **TCO Manager** is a fairly workaday specialized reporting tool. That's not to say that it...

**...where costs really are**, and it makes organizing cost figures fairly simple.

The interface to **TCO Manager** opens with a "wizard starter" dialog. This interface helps the user select wizards appropriate...

**...desired-assessment of current conditions**, comparison to other companies, or determining a target for improved **TCO** .

The Company Profile Wizard collects information about what kinds of computer users a company's...

**...Unfortunately**, there's no way to directly bring in data from asset management software-however, **Gartner Group** promises availability of an API for such data connections by June.

Once data is captured, **TCO Manager** can generate detailed graphical reports, displaying comparisons of actual company data to "typical" data...

**...graphs say what you want them to.**

In the end, the most valuable part of **TCO** Manager may be the direct line to **Gartner Group** analysts. If your company has used Gartner in the past, and has been pleased with the quality of the analysis provided, then **TCO** Manager may be worth purchasing just to have an analyst on call to help sort out your long-term **TCO** strategies.

Those who are more cynical about the **metrics** provided by industry analysts, however, probably won't be comfortable with the return on this...

5/3,K/6 (Item 1 from file: 16)

DIALOG(R)File 16:Gale Group PROMT(R)  
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06770649 Supplier Number: 57050870 (USE FORMAT 7 FOR FULLTEXT)  
**GartnerGroup Services Launches E-Channel Effectiveness Overview And TCO E-Commerce Assessment Programs.**  
Business Wire, pl746  
Nov 1, 1999  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 340

**GartnerGroup Services Launches E-Channel Effectiveness Overview And TCO E-Commerce Assessment Programs.**

GartnerGroup Services, the consulting, measurement, and solutions unit of **Gartner Group**, Inc. (NYSE: IT), today launched two e-business consulting programs.

The e-Channel Effectiveness Overview...

...and continuously measure their e-commerce strategy effectiveness. E-commerce channel performance is examined using **metrics** such as profitability, cost efficiency, sales conversions, functionality, complexity and data management.

Because GartnerGroup has...

5/3,K/7 (Item 2 from file: 16)

DIALOG(R)File 16:Gale Group PROMT(R)  
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06268428 Supplier Number: 54373570 (USE FORMAT 7 FOR FULLTEXT)  
**Sun Pitches its Consolidation Credo.(Product Information)**  
Computergram International, pNA  
April 13, 1999  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 299

(USE FORMAT 7 FOR FULLTEXT)

TEXT:

...encouraging users to upgrade to a single operating system release, Sun uses a version of **Gartner Group**'s **TCO**, total cost of ownership study tool in its server consolidation services. Sun says it took the study, added some **metrics** and added it to its package of services back in January. However it finds the Gartner study inadequate for moving beyond **TCO** system studies to the next level, examining application, skillset and people costs. Here it is using Giga Group's study of total economic impact to take **TCO** studies one step further and apply measures to reduce complexity.

5/3,K/8 (Item 3 from file: 16)

DIALOG(R)File 16:Gale Group PROMT(R)

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06233390 Supplier Number: 54270453 (USE FORMAT 7 FOR FULLTEXT)

**GETTING A GRIP ON TOTAL COSTS.(Government Activity)**

Government Computer News, v18, n7, p15(1)

March 29, 1999

Language: English Record Type: Fulltext

Document Type: Magazine/Journal; Tabloid; Trade

Word Count: 1165

Here's what you need to know about **TCO** .

As federal agencies start to consider how best to migrate to Seat Management of desktop...

...fully understand the entirety of their PC/infrastructure needs and associated Total Costs of Ownership ( **TCO** ).

The two concepts that govern such measurement are Current State (CS)

**TCO** and Future State (FS) **TCO** . Note: whether Seat Management is ultimately applied to the move from CS to FS is...

...200 per year. In the commercial world soft costs typically comprise about 46 percent of **TCO** . However, the same independent study shows the government average for soft costs is about 64...

...PC use costs skyward.

Hard Truth, Soft Costs

Organizations such as Harris Corporation and the **Gartner Group** , which have looked at government as distinct from industry, report that a number of factors drive agency **TCO** up.

In many cases, the federal asset-to-user ratio is skewed, with as many...

...There is no reliable method in place for really tracking costs.

How To Fix It

**TCO** is a broad concept that encompasses the very finite as well as hard-to-measure...centralized to give agencies access to (1) best practices; (2) service-based agreements; (3) performance **metrics** based on real requirements.

\* Training in the COE and related applications will be required.

A myriad of other tools and events might contribute to a better FS

**TCO** , including:

\* The establishment of meaningful service and performance baselines;

\* Increased bandwidth on a per-seat...

...little wonder that Seat Management is emerging as the best way to reduce your FS **TCO** .

5/3,K/9 (Item 4 from file: 16)

DIALOG(R)File 16:Gale Group PROMT(R)

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06162138 Supplier Number: 53979446 (USE FORMAT 7 FOR FULLTEXT)

**GartnerMeasurement Introduces New Total Cost of Ownership Products and Services at the GartnerGroup Conference: Assessing True TCO .**

Business Wire, p1560

March 1, 1999

Language: English    Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 608

**...Introduces New Total Cost of Ownership Products and Services at the GartnerGroup Conference: Assessing True TCO .**

New **TCO** Offerings Provide Increased Performance  
and Help Reduce IT Costs

**Gartner Group**, Inc. (NYSE: IT), today announced several new total cost of ownership ( **TCO** ) product and service offerings at its Assessing True **TCO** Conference, held in New Orleans. The new products and services greatly expand upon GartnerGroup's **TCO** solutions that provide enterprises with cost-effective tools in planning, managing and improving their IT organizations.

The suite of **TCO** products and services span across the IT organization and into the business units to provide...  
...and software modeling tools. The new products and services, building on successes in Distributed Computing **TCO** software and assessments, include:

Total Cost of Ownership - IT (TCIT). This service offers monthly research notes, access to GartnerGroup analysts, and information on **TCO** enablers and best practices. TCIT focuses on how **TCO** models, tools and methodologies can be applied across the entire IT organization and can help...

...suite of services may be applied as an integrated solution or as individual component assessments: **TCO** - Data Network Assessment and **TCO** - Voice Telecom Assessment. Both assessments include **TCO** Manager for Network & Telecom, a new **TCO** software modeling tool that will be available in June. **TCO** - Contact Center Assessment and **TCO** - Help Desk Assessment. These services, while encompassing customer service centers, IT help desks and telemarketing...

...voice, E-mail, Web, video, kiosk, paper, and fax -- to derive specific cost per contact **metrics** . The service also includes a new **TCO** software modeling tool -- **TCO** Manager for Contact Center & Help Desk -- that will be available in June. **TCO** Manager for Distributed Computing v4.0. This new software release offers many new features, including HTML-based automated data collection and enterprisewide **TCO** consolidation. **TCO** Manager for Distributed Computing provides a more focused analysis of the distributed computing environment with...

...accounts, additional server and clients, including personal digital assistants, and new cost and asset classifications.  
" **TCO** is the key component of a manager's toolset for driving continuous improvement," said Regina...

...effective management of their IT and business resources."

Additional information about GartnerGroup's Assessing True **TCO** Conference in New Orleans, March 1-3, is available on the GartnerGroup Web site at...

5/3,K/10      (Item 5 from file: 16)  
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05638176 Supplier Number: 50078508 (USE FORMAT 7 FOR FULLTEXT)

**Messaging Migration: It Pays To Do Your Homework**

Hudgins-Bonafield, Christy

Network Computing, n911, p44

June 15, 1998

Language: English Record Type: Fulltext

Article Type: Article

Document Type: Magazine/Journal; Trade

Word Count: 6459

Total cost of ownership ( **TCO** ), in fact, ranks quite low among the factors influencing corporate mail migration strategies, according to...

...InformationWeek. Only 25 percent of the businesses surveyed said they had evaluated or were evaluating **TCO** before consolidating on a mail system, while a mere 12 percent said they had considered...

...10 million annually for a 3,000-client system, in one respected analysis.

Nevertheless, messaging **TCO** analysis is an unpopular undertaking. It involves architectural and organizational evaluation that is as daunting...

...delete one there, giving each of the major messaging contenders enough fodder to declare itself **TCO** king.

Still, there are decided advantages for the businesses that tackle **TCO**. Take Exxon Corp., which cut its annual per-seat mainframe PROFS mail costs from \$600...

...client Lotus system. Or U S West, with its fire sale-like, three-year annualized **TCO** of \$92 per client for Netscape (plus individually cost-justified Lotus Notes application deployments).

"Users...

...Most companies made their choices by executive decision, rather than building a business case.

Without **TCO** and ROI, users lack a model for line-item costs, Bauer says. And without that...

...data is so scarce, some businesses rely on research houses to get a handle on **TCO**. The two most frequently cited general analyses are from Creative Networks Inc. (CNI) and the **Gartner Group**. CNI bankrolled its own study, while Gartner's research was funded through a joint agreement...

...three years, acknowledging that this figure probably accounts for only about 40 percent of actual **TCO**. The study is geared primarily to the staffing costs for planning, implementing and operating messaging systems. Even in this smaller slice of overall **TCO**, the pain of trying to generalize shows through. When those with the highest and lowest **TCO** are excluded to address the middle 50 percent, the annual per-client range swings from...

...s numbers considerably higher than Gartner's? Primarily, it's because CNI attempts to derive **metrics** for areas that are difficult to quantify-including the cost of server and desktop upgrades...

...and \$1,765 for Exchange. Further muddying the statistical waters, companies that attempt their own **TCO** analyses come up with equally wide-ranging results, primarily because there are no uniform **metrics** to evaluate **TCO**. Also, while messaging system costs should be projected out over three to five years, it...

...studies confirm at least three important points. First, it's extremely difficult to generalize about **TCO** -the costs and business value of a messaging system hinge on individual business type, traffic, geography, existing infrastructure and other differentiators. Second, generalized studies can provide valuable guideposts and **metrics** to help a business determine not only **TCO** , but the best messaging value proposition. Third, while ...products may have sucked up administrative resources, most studies show that later versions have similar **TCO** as Exchange when similar application sets are compared. Businesses may commit more administrative support to...

...arrives in these products, servers, networks and administrators all will face greater demand, raising overall **TCO** , Ioele says.

Points Off for Downtime

Downtime also can be a significant factor in total...

...industry values provides a solid, general starting point for examining this critical component of any **TCO** analysis.

CNI puts average client/server loss at \$229 per user per year, which equates...

...than that to be affected should an outage occur.

The flip side of downtime loss **metrics** is measuring productivity gains inherent in messaging products. CNI estimates a productivity gain of \$2...

...Of course, the cost of downtime will vary dramatically by industry.

Certainly, downtime and productivity **metrics** need to be assessed against two important messaging deployment decisions-the user (client) load borne...

...exclusively on NT.

Grading Bandwidth on a Curve

Another critical, if sticky and seldom considered, **TCO** metric is bandwidth utilization. Eric Arnum, editor of the EMMS newsletter, suggests that bandwidth utilization is so important that it negates any argument that a messaging upgrade can lower overall **TCO** .

Sara Radicati, president and CEO of the Radicati Group, reports that although only 15 percent...Internet mail delivery.

Multiple Hardware Choices

Personnel typically is the biggest cost factor in messaging **TCO** , and choice of architecture and hardware can dramatically influence staffing costs.

Digital, for one, says it gained a **TCO** advantage by focusing on servers. It more than halved the number of full-time administrators...

...needed for a given network.

High server loads are another important factor in the low **TCO** figures attributed to open mail systems. Yet, as these systems add capabilities that require more...

...externally focused-a factor that could generate significant wide area telecom expense.

But Tom Austin, **Gartner Group** vice president and Fellow, says there's more talk about server consolidation than action. The on management tools, such as directory services-and most experts expect **TCO** to decline as more-sophisticated tools become available. Until then, businesses will need to devote...

...though not everyone accepts these figures at face value. Sara Radicati attributes the lower Notes **TCO** to the granularity of administration in Notes. "If you have a more complex environment, then...

...says.

Similarly, it's in the management category that Novell's GroupWise wins points for **TCO**. Gartner's messaging **TCO** study found that in a head-to-head comparison aimed primarily at the most common...

...will be new, offering greater capacity at a lower price than existing hardware. Businesses calculating **TCO** should also add in the cost of facilities, power and heat.

In addition, a message...

...year (in multiyear contracts). Generally, messaging software constitutes 4 percent to 5 percent of overall **TCO** over five years. Ioele says Exchange typically costs about \$2,500 for the server and...

...browser, rather than a full client. Asset management software may be deployed (adding to overall **TCO**) or used (saving in overall **TCO**) for this initial inspection. Several weeks after the initial inspection, the rest of the infrastructure...year if everything was perfect-which isn't likely. Ioele recommends a 20 percent pad. **Gartner Group** estimates only 20 to 30 minutes per desktop upgrade-assuming all platform software is already...

...the average unburdened salary at \$33,000 to \$39,000 for helpdesk staffing. Those calculating **TCO** also will want to attach a prorated share of the overall cost of helpdesk support...

...the overall desktop functionality is devoted to messaging.

Migration policies and tools can also affect **TCO**. While most businesses report few problems with mailbox, address list, group list and directory migration...

...old equipment and software, I/G OpenWare's Ioele says.

Finally, product revisions can influence **TCO**, especially since a system might rev a couple of times during a 15-month rollout...

...migration costs can be staggering. Although the consensus is that Notes and Exchange have similar **TCO** for similar applications, Microsoft Exchange product manager Stan Sorenson contends that this is true only... users costs more because there are more points of failure in the communications link. **Gartner Group** recommends that if 500 of 1,000 users on a modern client/server mail system work...

...may simply need a browser interface.

Skipped Classes

Yet another accordion factor in messaging **TCO** is training. End-user training costs range from simply posting a FAQ on the company intranet...

...setup) for about \$51,000.

Training administrators and roll-out staff also becomes a **TCO issue**. A rule of thumb for certified training is to expect charges of \$375 to \$425 ...

...says, can take eight to 15 days, depending on existing organizational capabilities.

But training **TCO** can be minimized. One publishing company cut costs in its MS Mail-to-Notes migration by...

...augmenting end-user training.

Extra Credit

Yet another factor stretching the arithmetic bounds of TCO is the role of messaging systems as a platform for applications, management and directory services. The...

...commitments to Microsoft's COM (Component Object Model) and DCOM (Distributed Component Object Model).

Gartner Group's Austin adds that if the goal is collaboration and the need is immediate, "Lotus makes...cost of ownership -- 8%

Previous system was unreliable -- 7%

Has your organization measured its TCO or ROI for its consolidated messaging system?

TCO

Yes -- 25%

No -- 65%

Don't know -- 10%

ROI

Yes -- 12%

No -- 79%

Don't know...

...IT managers who have consolidated or are consolidating messaging systems.

Common Excuses For Skipping TCO

**REALISTIC FEAR:** "If I handed over a total cost of ownership analysis to the executive committee...

...for a messaging system accounts for only 5 percent to 10 percent of overall TCO.

**SLOTH** : "Messaging, like electricity, has become infrastructure, for which TCO studies are unnecessary." Messaging, as infrastructure, no longer requires extensive cost-justification, but messaging isn't...

...business to business, as does its value as an applications platform. Failure to examine TCO can result in significant business losses.

**RELIGIOUS BIGOTRY:** "We wanted collaboration, and that's what Lotus...

5/3,K/11 (Item 1 from file: 148)

DIALOG(R) File 148:Gale Group Trade & Industry DB

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10271366 SUPPLIER NUMBER: 20820284 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**E-Mail Consolidation -- The Message About TCO -- Message systems are the lifeblood of many a company- but too often, these systems are purchased with little regard for TCO .(total cost of ownership for corporate electronic messaging systems) (Industry Trend or Event)**

Hudgins-Bonafield, Christy

InformationWeek, n686, p50(11)

June 15, 1998

ISSN: 8750-6874

LANGUAGE: English

RECORD TYPE: Fulltext; Abstract

WORD COUNT: 3864

LINE COUNT: 00313

**E-Mail Consolidation -- The Message About TCO -- Message systems are the lifeblood of many a company- but too often, these systems are purchased with little regard for TCO .(total cost of ownership for corporate electronic messaging systems) (Industry Trend or Event)**

...ABSTRACT: depend increasingly on their electronic messaging systems,

but few consider the total cost of ownership ( **TCO** ) for these systems. A survey of 200 IT managers shows that only 25 percent consolidating on a messaging system consider **TCO** , and ongoing analysis is rarely done. It has been estimated that **TCO** for a messaging system with 3,000 users is \$10 million a year, which includes the cost of upgrading desktop and server hardware, software, operating systems and network bandwidth. **TCO** is often ignored because it is easier to sell a project to top executives based on purchase price alone. It is also difficult to determine messaging **TCO** because of the many hidden costs related to network downtime, staffing, travel and shipping fees...

TEXT:

...But if the purchase happens to be an electronic messaging system, odds are high that **TCO** will take a backseat to factors such as product stereotypes and bandwagon purchasing patterns (see...  
... justifying the software-acquisition expense-a figure that's only about 5% of overall messaging **TCO** . An InformationWeek Research survey of 200 IT managers found that only 25% of respondents consolidating on a messaging system even consider **TCO** (see chart, p. 66).  
Making matters worse, ongoing cost analysis has become almost a non...

...return-on-investment analyses (see chart, p. 66).

The problem with this offhand approach to **TCO** is that messaging is no longer a low-level productivity tool-it's the lifeblood of many businesses. One respected analysis puts total **TCO** for the life of a messaging system at as much as \$10 million annually for...

...bandwidth, as well as staffing realignments and application development.

For those businesses that take messaging **TCO** to the mat-or at least the nearest swivel chair-there are decided advantages. Exxon...

...could justify its higher cost, and relied on Netscape-with a near-fire-sale annualized **TCO** of \$92 per client-for the remainder of the organization. Digital Equipment says it cut...

...to Exchange (see story, p. 70).

So why aren't more IT managers examining messaging **TCO** ? "It's not always easy, and there's a lot of product bigotry involved," says...

...decision, rather than on a well-researched business case.

Easy Way Out

Many companies shun **TCO** analysis because it's easier to sell a project to the executive committee based on purchase price, rather than on the much larger numbers entailed in **TCO** . Calvin Sihilling, VP of IS at food distributor Alex Lee Inc., says his company didn't pursue a **TCO** analysis simply because "Netscape was cheaper than Notes or Exchange for simple mail processes." Alex...

...Standards also played a role, since Alex Lee needs to communicate with retail grocers.

Messaging **TCO** also is particularly difficult to calculate because of its many buried costs, such as those associated with network downtime, staffing, and travel and shipping fees. The lack of uniform **metrics** , meanwhile, can make **TCO** analyses seem arbitrary (see story, p. 64). And many businesses put a higher premium on...

...applications that are integrated with their existing desktop applications and network operating systems than on **TCO** factors. In fact, 56% of InformationWeek Research survey respondents said the most important reason for...

...applications as a top priority, and just 8% said their first priority was to cut **TCO** (see chart, right).

#### Bandwidth Drivers

Bandwidth is a critical issue for users willing to give messaging **TCO** a shot. A new E-mail system-without workflow or other applications- will typically generate...

...need to keep costs and bandwidth under tighter control drove the company to examine messaging **TCO**. Exxon originally evaluated Lotus Notes and Microsoft Exchange before deciding on Exchange for its 65...Notes for business units that can justify its costs.

Downtime is another key metric in **TCO** analysis. Among those responding to the InformationWeek Research survey, median downtime for a typical Notes...

...hour and changing all four tires at the same time," Panella says. Dell studied messaging **TCO** midway through its migration.

An infrequently assessed metric is the actual cost of downtime according...

...primarily because business-critical applications run on Notes.

#### Eye On Server Loads

Downtime and productivity **metrics** must also be assessed against the user load borne by individual mail servers. Most businesses tend...

...recoup its investment in less than a year.

The pace of migration also influences messaging **TCO**. A slow migration brings its own set of cost implications. I/G OpenWare's Ioele...

...if everything is perfect, which isn't likely. Ioele recommends a 20% margin for error. **Gartner Group** Inc., meanwhile, estimates just ... administration.

Unfortunately, there's more talk about server consolidation than action, says Tom Austin, a **Gartner Group** VP, largely because business units want to keep control of their servers. Even at headquarters...

...it easier to integrate Notes with other applications.

#### Not Again...

Product revisions can also influence **TCO**, especially since a system might be revised a couple of times during a 15-month...

...remote users costs more because there are more points of failure in the communications link. **Gartner Group** recommends that if half of the 1,000 users on a modern client-server mail...

...1.5 support people are typically recommended for every 3,000 to 5,000 users.

**Gartner Group** analyst Joyce Graff says Lotus Notes' replication and speed make it "far superior" to Exchange...

...simply need a browser interface.

#### Don't Forget Training

Yet another accordion factor in messaging **TCO** is training. Costs range from those associated with posting a simple FAQ file on the...

...Netscape's, is intuitive, she says, training isn't needed. And that helps save on **TCO**. "Every time you touch a desktop, or ...including computers and setup, costs about \$125,000. Training administrators and rollout staff also affect **TCO**. For Windows-certified administrators, Fletcher suggests an eight-day class for Exchange; for Notes systems...

...with the migration.

Application Development's Role

Yet another factor stretching the arithmetic bounds of **TCO** is the role of a messaging system as a platform for application development. The application...

...immediate, "Lotus makes it easier to build collaborative applications and improve communication and workflow," says **Gartner Group**'s Austin. "It's much easier to use Lotus to deploy applications that bring value to the enterprise."

As messaging continues its evolution, the overall **TCO** differentiators between Exchange and Notes will eventually disappear, leaving the most dramatic difference to be...

5/3,K/12 (Item 2 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB

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10176133 SUPPLIER NUMBER: 20547313 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**Gartner TCO Manager Puts Research In A Box -- Analysis Tool Delivers Consulting Services. (Software Review) (Evaluation)**

Gallagher, Sean

InformationWeek, n679, p109(1)

April 27, 1998

DOCUMENT TYPE: Evaluation ISSN: 8750-6874 LANGUAGE: English

RECORD TYPE: Fulltext; Abstract

WORD COUNT: 662 LINE COUNT: 00054

**Gartner TCO Manager Puts Research In A Box -- Analysis Tool Delivers Consulting Services. (Software Review) (Evaluation)**

ABSTRACT: An evaluation is presented of the **Gartner Group**'s **TCO** Manager, a research and consulting tool that reduces the problems associated with total cost of...

...includes individual access to Gartner analysts for a year, quarterly updates, a database of the **TCO** analysis of 250 other companies and two days of training on **TCO** Manager usage. IT managers can also purchase licenses in volume, which provides an assigned contact at Gartner, rather than a random analyst. **TCO** Manager can generate detailed graphical reports and display a company's actual data to 'typical' data. The most valuable aspect of the software is the direct line to the **Gartner Group** that it provides.

TEXT:

...in the use of pain-relief medication by IT managers assigned to pin down the **TCO** for their organizations' systems.

**Gartner Group** Inc., which hosts a collection of conferences and seminars on the subject and provides research and analysis of how companies are handling it, has delivered **TCO** Manager, a tool designed to help those IT managers reduce the painful side effects of **TCO** analysis. But this tool is more than a shrink-wrapped software product-it's a way for **Gartner Group** to deliver pre-paid research and consulting services in a box.

**TCO** Manager is priced at \$19,000 for a single license. That license includes access for the individual license-holder to Gartner analysts for a year, a database of the **TCO** analysis of 250 companies, quarterly updates, and two days' worth of training on how to...

...analyst is on duty.

Of course, there's one key thing to remember when using **TCO Manager**: How much faith you put into the results provided by **TCO Manager** depends on how much faith you put into the Gartner research they're based...

...levels" of the systems required by a company's particular line of business, Gartner's **metrics** may be focused on companies that are too "typical" to measure against for some managers...

...company profiles are fairly broad.

Where The Costs Are

Gartner research and analyst support aside, **TCO Manager** is a fairly workaday specialized reporting tool. That's not to say that it...

...where costs really are, and it makes organizing cost figures fairly simple.

The interface to **TCO Manager** opens with a "wizard starter" dialog. This interface helps the user select wizards appropriate...

...desired-assessment of current conditions, comparison to other companies, or determining a target for improved **TCO** .

The Company Profile Wizard collects information about what kinds of computer users a company's...

...Unfortunately, there's no way to directly bring in data from asset management software-however, **Gartner Group** promises availability of an API for such data connections by June.

Once data is captured, **TCO Manager** can generate detailed graphical reports, displaying comparisons of actual company data to "typical" data...

...graphs say what you want them to.

In the end, the most valuable part of **TCO Manager** may be the direct line to **Gartner Group** analysts. If your company has used Gartner in the past, and has been pleased with the quality of the analysis provided, then **TCO Manager** may be worth purchasing just to have an analyst on call to help sort out your long-term **TCO** strategies.

Those who are more cynical about the **metrics** provided by industry analysts, however, probably won't be comfortable with the return on this...

COMPANY NAMES: **Gartner Group Inc.**...

TRADE NAMES: **TCO Manager** (Business management software...

?